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Attachment 1

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UNITED STATES INTELLIGENCE BOARD  
HUMAN SOURCES COMMITTEE

OFFICE OF THE CHAIRMAN

DIA Declassification/Release  
Instructions on File      FOCUS PROCEDURES

1. Purpose. The FOCUS Project is sponsored by the Human Sources Committee (HSC) of USIB. It is one response to guidance from the Director of Central Intelligence that a "greater human source contribution to national intelligence from all elements of the official American foreign affairs community" is needed, and that there is a need to evaluate performance and to feed back guidance to all human source collectors. Project FOCUS involves reporting assessments, letters to appropriate Ambassadors, collection manager responses, and other related follow-on activity.

2. Planning. As part of its annual Action Program, the HSC will develop a list of countries to be assessed during the coming six months. This list will reflect recommendations from the NIO staff as well as from Member Agencies of the Human Sources Committee. The proposed list will be made available to the National Security Council Intelligence Committee Working Group for review and modification as appropriate. The FOCUS schedule will be amended as international developments and changing US foreign policy concerns warrant. Collection managers and overseas missions may be advised of proposed FOCUS assessments as determined by Member Agencies of the HSC.

3. FOCUS Assessment Seminars. Assessment seminars will be chaired by the appropriate NIO or his designate. The chairperson, assisted and supported by the HSC staff, shall organize and conduct the seminars. HSC staff support may include the services of a reporter to take notes, prepare first drafts of an assessment report, and provide other assistance as requested. During the seminars, analysts and other substantive experts from concerned Departments and Agencies will discuss the adequacy, appropriateness, timeliness, and utility of [redacted] reporting from a given Embassy (or regarding a particular problem). The adequacy of Embassy reporting is considered in relation to US national objectives, as defined in various official documents, and in the context of available reporting from all posts and all sources. To facilitate the FOCUS discussions, an agenda listing substantive topics or areas of concern will be distributed in advance to invited participants. The agenda will reflect information needs related to the KIQ's, CNTDIO's, and other national intelligence concerns.

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4. Assessment Report. The NIO (or his designate) who chaired the seminar is responsible for the preparation of an assessment report. The NIO is encouraged to seek comment and counsel regarding the draft report from some or all seminar participants. The report forwarded to the Chairman, HSC, should specify the extent of formal or informal coordination. When possible, the report should reflect a consensus evaluation of mission reporting; important differences in viewpoint should be noted.

5. Collection Managers. The Secretariat of the HSC will forward the FOCUS assessment report to Committee Members who are responsible for dissemination and staffing the report within their respective Agencies. Members are expected to provide the report to appropriate human source collection managers within their Agencies. These managers are asked to consider the strengths and weaknesses of reporting identified in the assessment as these pertain to the past activities of their collection elements, the adequacy of intelligence guidance, the particular collection environment involved, and the steps taken to improve future reporting. The Washington collection managers are asked to respond in writing via their HSC Member to the Chairman, HSC, commenting on the assessment, outlining follow-up activities designed to improve the collection/reporting situation, and providing appropriate recommendations. At the call of the Chairman or of any Member, the collection situation regarding a FOCUS country may be placed on the HSC agenda for discussion at a full Committee session. These discussions and papers will be considered during the preparation of a proposed letter to the Ambassador from the DCI or other follow-up activity.

6. Director's Letters to Ambassadors. The Chairman, HSC, will forward to D/DCI/IC the FOCUS assessment report and the responses and comments made by collection managers. In those cases in which a letter from the DCI to the Ambassador concerned promises to have a constructive effect, the IC Staff, consulting with the NIO concerned and others as appropriate, will prepare a draft. The final draft of such a DCI letter will be provided to HSC Members for substantive comment prior to submission to the DCI for signature. The signed letter will be transmitted to the mission through established State channels, with copies to the NIO and HSC for information and follow-on action as appropriate. In cases where a DCI letters seems inappropriate, the D/DCI/IC will forward the assessment and comments to the DCI for his information, under cover of a memorandum explaining the recommendations. Such a memorandum will be staffed in the same manner as a draft DCI letter.

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c. Much of the important substantive discussion between US [redacted] officials takes place in Washington. There frequently has been little or no provision for the reporting of relevant information to appropriate officials of the Intelligence Community.

4. Actions being coordinated to follow-up on this assessment:

- a. The Human Source Committee is considering a follow-up report for this next fall.
- b. The NIO has proposed that a special interagency committee be formed to develop an integrated program for "systematically exploiting and disseminating all available USG information . . . of priority interest to intelligence analysts." The committee would be led by the NIO and would include representatives from USIB agencies, policy offices, and non-USIB departments such as Agriculture and Commerce.

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